



MOTIVATION IN PEOPLE – THEORETICAL MODELS AND PRACTICES

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Abstract

Numerous studies have shown that staff motivation affects labor productivity, performance, and achievement of set goals. Such studies often note that even in organizations where employees and workers generally like their jobs, there is staff turnover for various reasons, which hinders the achievement of organizational goals. This article reviews some classical and modern views on various aspects of motivation. For the purposes of this study, surveys were conducted among various organizations in Kosovo in order to collect sufficient information about the current situation regarding employee motivation, to identify possible errors, and to make suggestions for improving processes in organizations. According to the results of the study, the average growth of staff turnover is within normal limits. It is necessary for managers to make their employees realize that awards are a recognition of a job well done, and not a goal for which a certain job is performed. While the distribution of cash bonuses is predominantly used in the motivation system in the studied enterprises, many of them apply performance appraisal as a tool in the personnel reward policy. In most cases, the remuneration paid depends on the annual profit of the company, and the reasons why workers and employees leave are not taken into account by the system. However, financial incentives are an important factor in the motivation of the majority of people, although money is not the only, and in some cases not the main motivating factor. The study used a qualitative approach and practical application of existing theoretical developments.

Keywords: Motivation, job satisfaction, incentives, personnel turnover

INTRODUCTION

Motivation is a set of internal or external forces that influence a person, encouraging them to behave in a certain way in order to achieve some specific goals. In other words, every time managers encourage a certain type of behavior (regardless of whether it has a positive or negative impact on their organization), they encourage the manifestation of that same type of behavior in the future. Let's take as an example a situation in which a manager wants his staff to show more initiative in the workplace by proposing and implementing more ideas for improving the systems and procedures operating in the organization. The way to achieve such behavior is to encourage employees by various means - from verbal praise to a cash bonus or through other financial means every time they show initiative in their workplace and make or implement some suggestion that increases efficiency. The idea is quite simple and gives good results. At the same time, managers should be very careful not to encourage inappropriate behavior among their staff (Nelson & Economy, 2005). People's motivation is based on their conscious, unconscious, and subconscious needs. Some of these needs are basic, such as the need for water, air, food, sleep, and shelter. The so-called secondary needs, such as the need for self-esteem, love, power, freedom, and entertainment, manifest themselves with different intensity in each person and can change over time. Motivation is a general concept that refers to a group of instincts, needs, wants, and demands. If human resource management in an organization seeks to motivate properly its employees, he must take actions to satisfy their desires and demands, so as to stimulate them to act in unison with organizational goals. In modern business, knowledge and creative potential take the place of capital. The great interest in the issue of motivation is due to three main reasons: the desire for greater productivity, efficiency and creativity of labor, the desire for better quality compression of working time and the desire for higher competitiveness and business efficiency of the organization (Bahtijarevic, 1999).

Problem Statement

Realizing that people are the creative charge of any organization, large companies, and after them other organizations, began to work on the systematic training, specialization and motivation of their personnel. The goal of this endeavor was to prepare well-trained and motivated personnel who would contribute to winning and maintaining competitive positions. The continuous growth of technological innovations, the increasingly complex nature of professions, and the resulting need to acquire additional knowledge and skills made it vital for organizations to be able to retain their personnel. Human resource management is a complex

system that enables companies to monitor, shape and fully utilize their human resources with minimal costs. Continuing education and the creative application of newly acquired knowledge in solving current and future problems, as well as personnel motivation, is a little-known and rarely applied philosophy by organizations. However, it is a well-known fact that organizations today are faced with constant staff turnover due to various reasons. At first glance, high staff turnover is lack of motivation among the personnel of an organization. Such a phenomenon hinders the creation of effective work teams, negatively affects the corporate culture and requires the allocation of a larger budget for the selection, hiring, adaptation and training of personnel. As a result of high staff turnover, labor productivity decreases and the quality of the services offered deteriorates. At the same time, the lack of any turnover also leads to the emergence of a number of problems. When an enterprise does not have sufficient opportunities for career building or professional growth of personnel, this leads to stagnation in the development of personnel and ultimately of the company itself. Many authors point out that staff turnover is the logical result of the lack of motivation, since the pursuit of satisfaction and happiness is inherent in people (Deighan, 2016, p. 6). Staff turnover is a serious problem faced by all organizations that strive to retain their experienced and talented personnel. The high costs of recruiting, hiring, and training new employees can significantly impact an organization's bottom line.

Surveys often show that employees generally like their jobs. According to a survey by the Society for Human Resource Management (SHRM, 2014), the largest professional association in the field, 86% of Americans are currently satisfied with their jobs. The survey results also show that respondents feel respected at work, trust their organization's senior management, and have good relationships with their superiors. That's why it's important to ask the question: "What are the reasons why people keep leaving, even when they're relatively satisfied with their jobs?"

Human resource management theory traditionally explains staff turnover as a process that occurs as a result of employees' and workers' dissatisfaction with their workplace or the organization's dissatisfaction with the work of a particular employee or worker. Hence, as an answer to the above question, we could generally point to the lack of motivation among staff to stay in the same job instead of leaving. Unlike scientific publications from the last ten years, which aim primarily to provide information to scientists and business people who strive to reduce staff turnover, the task of this study is to indicate the factors leading to a lack of motivation and staff turnover in organizations and possible mistakes that managers make regarding staff motivation

Theoretical Framework

Today, the concept of "motivation" is present in everyone's daily life. Each of us uses a certain set of words to describe what it is. The most commonly used words are "desire", "need", "necessity", "goal", "incentive", "tendency", "hope", "expectation", etc. When it comes to motivation in the workplace, it is more than clear that there is no button through which managers can activate motivation in the minds of staff. However, they can create conditions through which they can encourage the motivation of workers and employees in the organization, using different ways in which the staff can receive their due recognition and reward.

Motivation can be viewed as three main groups of interrelated behavioral and psychological attitudes. The choices that an individual makes depend on those needs that have remained unsatisfied up to this point. In this sense, every choice is associated with a change in behavior that would allow the satisfaction of these needs. This behavior will continue to manifest itself until these needs and desires are satisfied (Lauby, 2005).

There are three main categories of motivational theories: reinforcement, content, and process. Reinforcement theories emphasize the relationship between an individual's behavior and specific outcomes to show how managers can influence the direction, level, or persistence of an individual's actions. This theory focuses on the observed manifestations of different types of behavior rather than on the consciousness of employees. According to reinforcement theory, rewards and punishments (summarized in the metaphor of "carrot or stick") are means by which people's behavior and actions can be directed in the desired direction (Robbins & DeCenzo, 2011). Content motivational theory emphasizes the content of motivation and, most importantly, the needs of individuals, in other words, those physiological and psychological deficits that we seek to reduce or eliminate. According to this theory, the content of motivation is determined by needs. Therefore, it seeks to indicate which are the basic needs that influence the behavior of the individual and what adequate measures should be taken to satisfy these needs. The authors of four of the most famous content theories are Abraham Maslow, Clayton Alderfer, David McClelland and Frederick Herzberg. Each of these scientists has a slightly different idea of what are the needs with which people go to their workplace. How motivation manifests itself and how needs are satisfied is a question that process theories seek to answer. In them, the emphasis is on the psychological processes or forces that influence motivation, people's perceptions of their work environment and the way they interpret and understand it (Saif, K.F., Nawaz, A., Jan, A. & Khan, 2012, pp. 1382-1396).

Given the importance of staff motivation for the success of a given company, some techniques that managers should pay attention to in order to achieve the desired results are discussed below.

- Financial incentives – as a factor for increasing motivation, wages, as well as all other types of compensation, are a material expression of gratitude to employees and workers in the organization. Money is the “carrot” that most people want. It has enormous power because it is directly or indirectly related to the satisfaction of certain needs, for example, the basic needs of existence and security. At the same time, money can contribute to satisfying the needs for respect and occupying a certain position in society. It can be an important factor through which to attract quality people to the organization, as well as to retain already employed workers and employees. However, a poorly managed payment system can lead to a loss of motivation. This is the case when workers receive low wages that are not sufficient to satisfy their basic needs or are not fair remuneration for the work they put in (Armstrong, 2014, p. 363).
- Effective communication with managers – as human beings, we have a communication system that is multi-layered and highly developed, even if sometimes not effective enough. Each of us uses not only words, but also intonation, force of speech, symbols, music, humor and body language. Many of the messages we send to others are practically nullified or made even more persuasive by body language and the attitude with which they are delivered. This is why it is important for managers to be as good at nonverbal communication as they are at verbal communication (Cartwright, 2002, pp. 5-8). Poor communication between managers and employees is one of the main causes of conflicts and violations of ethical rules in the workplace (Llaci, 2001, pp. 239-301).
- Involving employees in decision-making, especially those that will affect their participation in this process, is a very important factor in increasing motivation. A sense of belonging to the organization creates a positive attitude in workers and thus motivates them to contribute more to the achievement of its goals. It is necessary for managers to allow employees and workers to participate in decision-making on issues that directly affect them, such as scheduling work hours, setting goals, choosing a compensation package, and productivity issues. In other words, managers should involve workers as partners in the decision-making process (Armstrong, 2014, pp. 193-201).
- Opportunities for development and promotion at work – providing opportunities for development is an important element of the actions that managers should take to retain their staff. An employee is less likely to leave when he knows that the company is willing and able to train him, help him in his professional growth, and provide him with career opportunities. Most people want to learn and develop professional skills. Motivation increases when he is promoted at work, given other tasks, assigned to a different position, or given leadership responsibilities. Employee motivation can be increased by creating an environment in which they have the opportunity to challenge themselves and grow. One way to maintain high motivation, energy and enthusiasm of staff is by assigning them tasks that provide prospects for professional

development and the opportunity to acquire skills for working with new technologies and achievements that are related to their daily work. These activities allow them to achieve professional goals, work for the success of the company, enrich the roles and functions of the workplace, build greater responsibility and trust, receive recognition for the results achieved and increase interest in the work. Training is of key importance for staff retention, as it enables them to realize their professional ambitions and aspirations in the organization (Lane, W. Henry. et al. editors, Maznevski, M., Mendenhall, M., and McNett, J., 2002, p. 261).

- Creating work schedules and good working conditions – the implementation of alternative working hours, as well as other ways to change the workweek, aims to allow workers to organize their working hours in a way that facilitates meeting their needs. In practice, various options are used:

- Shorter work week;
- Flexibility of the daily schedule;
- Organization of the work process in two consecutive shifts;
- Division of labor.

As for the conditions of the workplace, it is desirable that the management of the organization strives to create a pleasant working environment. This can be achieved by ensuring good hygiene, sufficient work space, free coffee and food, the presence of supervisors, the introduction of a stricter dress code that creates a more businesslike atmosphere or vice versa - a more relaxed dress code so that the staff feels more comfortable. Lighting, quietness, the availability of sufficient parking space, as well as the provision of the necessary equipment and tools also contribute to greater job satisfaction, which in turn leads to higher motivation (Schermerhorn, John, Hunt, James, Osborn, Richard, 2002, p. 162)

- Job restructuring – this is a process that refers to a set of activities involving the alternation of specific tasks or interrelated tasks in order to increase the quality and productivity of the workplace. Job restructuring as a factor for increasing employee motivation involves burdening them with more responsibilities (job enrichment); expanding the duties inherent to a particular position (job enlargement) and assigning tasks that are different from those typical for the specific job (job rotation) (Kreitner, R. & Kinicki, A., 2002, p. 48).

- The purpose of delegating is to support the professional development of employees by providing them with greater responsibility and control over their work. This practice is known as vertical delegating because it transfers responsibilities that are normally the responsibility of their immediate supervisors to employees and workers. The goal is to encourage the internal motivation of the staff in the organization.

□ The expansion of the duties inherent to a particular position is expressed in the greater number of tasks with which a particular worker is engaged. This technique requires that all assigned tasks be of equal complexity and are associated with an equally high level of responsibility. It is known as horizontal loading, since the content of the work is expanded, but the degree of difficulty remains unchanged.

□ The assignment of tasks that are not typical for a given job. In this technique, workers periodically occupy different positions in the organization in order to enrich their skills, knowledge and abilities. Managers believe that this has a positive impact on the motivation of personnel, since the work they are assigned becomes more interesting.

- Fair distribution of rewards - refers to the distribution of all kinds of awards, distinctions, payment of fees for sports courses, informal meetings, etc. This is not only a financial incentive, but also an indicator that the organization values the contribution of its employees and is willing to do more for them than its legal obligations as an employer imply. Job satisfaction is often the result of the fair distribution of rewards by the manager. People compare what they receive in return for their work with the contribution they make to achieving organizational goals. If the reward they receive is commensurate with or greater than the contribution they believe they have made, they feel satisfied. Therefore, managers should strive to ensure that the rewards and incentives they give to their employees meet their expectations and thus contribute to their satisfaction at work (Bruce, 2003, pp. 23-24).

- Encourage staff loyalty – management should use questionnaires and surveys to involve employees in making decisions that are important to them (not all decisions), organize team building events and training, monitor and address any negative feedback and oppositional sentiments among the team. The goal is to develop a sense of pride in employees, that they belong to the company and are part of its team. When members of an organization are proud to be part of it, the likelihood of them leaving is much lower (Nelson & Economy, 2005, pp. 59-75).

- Performance appraisal – payment of remuneration corresponding to performance, which in the literature is sometimes found as the abbreviation P4P (pay for performance). Performance appraisal is a delicate issue in both the public and private sectors. Appreciation programs include a wide range of activities. In many companies, the assessment of individual and group achievements has a material expression, but in some organizations a culture of expressing gratitude through praise for a job well done is being built. Such acts of courtesy seem elementary, but their effect on employees can significantly affect organizational ethics. Some authors are of the opinion that the recognition that employees receive for their contributions can reduce employee turnover (Kume, 2002). In personnel management, it is necessary to use an integrated approach. Ideally, the cause of the problem should first be found, a study should be

conducted, the collected statistical data should be carefully considered and analyzed, the reasons for staff turnover should be taken into account, etc. At the same time, it is recommended to use some techniques to increase motivation, including (Aguinis, 2005); (Nelson & Economy, 2005); (Mustafa, 1997):

- Salary increase. Performance appraisal is important in this;
- Promotion. The promotion in the workplace should be linked to performance appraisal. Most organizations often use the achievement of a certain seniority and the presence of sufficient merit as grounds for promotion, with the performance appraisal showing how a specific employee copes with his work;
- Training. The purpose of performance appraisal is to determine the employee's strengths and weaknesses in their current job;
- Feedback. Performance appraisal provides feedback to employees on how well they are doing with their job duties. It shows what they have achieved so far and what they need to work on next;
- Pressure on employees. Performance appraisal puts some pressure on employees to work more efficiently and can therefore be used as a means of exercising control;
- Conflict resolution. Changes in modern society have also had an impact on the way people communicate.
- Freedom of expression - both as a personal opinion and position, and as a style of behavior - has led to the widespread use of an aggressive style of communication, with the aim of imposing one's own opinion, without restraint and consideration for others. This type of negative communication inevitably leads to conflicts, especially within the organization (Bozhanova, 2024). It is unthinkable that situations that are associated with some kind of tension will find a solution by themselves. If it is impossible for two good employees to work together in the same department, it is a good idea to try an option where one of them works in another department of the company;
- Developing management policies. This is probably the most difficult task because it involves working not with employees, but with the managers of the organization;
- Suitable working conditions. People spend an average of nine hours a day at their workplace, and if they feel uncomfortable during this time, they will inevitably start looking for a job with more favorable working conditions (Laegaard & Bindslev, 2006).

METHODOLOGY

The study, which included all types of organizations throughout Kosovo, covered 101 enterprises with different forms of ownership, whose subject of activity is in different sectors. A

survey was sent by e-mail, which respondents completed and returned within two months, i.e. by November 2019. The study shows the relationship between remuneration policies, performance evaluation of personnel, as well as staff turnover and its impact on employee motivation.

While specialists and managers are the two categories of personnel where turnover is the lowest, workers and support staff are the categories for which all enterprises report the highest turnover. According to the scientific literature, some of the most common factors for staff turnover are related to both overall dissatisfaction with the specific job and low motivation at the workplace. If an organization is not aware of the causes, consequences and costs associated with staff turnover, it would encounter serious difficulties in building a strategy for its development. And while a key point in Maslow's theory of needs and Alderfer's ERG theory (from English: existence, relatedness and growth) is that the needs of individual employees are strictly individual, 75% of respondents stated that they use cash bonuses as a tool to increase the motivation of their staff. Techniques such as team building, providing professional training, flexible working hours and issuing certificates with performance evaluation are not part of

EMPIRICAL RESULTS

The system for increasing motivation in enterprises

In this regard, organizations can do a lot to improve their systems. In our opinion, the content and process theories are vaguely represented in the systems for increasing the motivation of personnel and only in individual enterprises.

As a number of authors point out, managers should apply complex measures to control staff turnover. Ideally, the genesis of the problem should first be determined, a study should be conducted that takes into account statistics, notes the reason why an employee leaves, analyzes the accumulated information on turnover in the organization, etc. Most of the participants in our survey indicated in their responses that the motivational enhancement system in their organization does not collect and analyze information on the reasons why personnel leave, or there is no such system at all. In nearly 43% of the enterprises in the survey, such a system does not exist. Data analysis shows that this applies mainly to medium-sized and large enterprises operating in production.

Motivation in people – theoretical models and practices

We believe that the most useful for workforce development and increasing staff motivation in enterprises in Kosovo would be the substantive theories, including the techniques they offer. Managers do not make an effort to identify the needs and desires of their

subordinates and most often use the distribution of cash bonuses as a tool to motivate staff. As Drucker (Drucker 2001, pp. 71-78) notes, the first questions that managers should ask themselves are: "What do workers want? What values do they share? What are their goals?" There is no theory "X" or "Y" that can provide universal answers to these questions. The fact is that people feel motivated to do what best suits their interests. Therefore, we recommend that managers set organizational goals in a way that allows workers to recognize their own well-being needs in them. When this condition is met, workers are naturally motivated to work harder, as it is in their own interests and therefore the management of the organization is developing in the right direction. Most enterprises in Kosovo primarily use financial compensation as an incentive to motivate staff at the workplace. Cash bonuses are a preferred tool for increasing motivation in the enterprises included in the study. According to them, there is a positive correlation between the evaluation of the activity and the remuneration that their staff receives. That is why we believe it is important to develop compensation structures that motivate staff to work towards achieving organizational goals, and especially those workers and employees who show less commitment to achieving them. Such incentives can be monetary rewards, the opportunity for equity participation in the company, as well as various non-monetary rewards. There is a need to expand the range of rewards tied to the achievement of specific goals, including recognition for a job well done and the provision of more non-monetary benefits. In order to implement such incentives, it is particularly important to hold regular meetings at which employees are informed about the set goals and the rewards for achieving them. This naturally raises the question of what actions should be taken when the company fails to achieve the set goals and whether it will be able to give out the promised bonuses. To motivate their employees, managers need to reward achievements and progress towards achieving the set goals much more often than once a year. In fact, we believe that it is advisable to encourage good performance by staff every day. As for employee turnover, numerous studies described in the scientific literature indicate that its rate is much lower when employee satisfaction is high. However, there is no clear answer to the rhetorical question of whether employees will continue to leave, even if they are relatively satisfied with their job. Employees are often afraid to openly share their thoughts and feelings regarding the relationship that exists between them and the company. Since these thoughts and feelings depend on perceptions and unrealized thinking patterns, the real reasons for anxiety often remain hidden. In our case, we have reason to assume that employees are generally satisfied with their jobs, at least according to the managers of the companies we included in the study, since the survey was sent electronically and we assume that it was filled out by the managers or management of the companies. The employee turnover in them is within the normal range of 3 to 5%. At the same

time, it is clear that staff turnover is most pronounced among 5 different categories of staff. It is necessary for managers to make their employees realize that rewards are rewards. A study among employees of the Fire and Emergency Safety Service in the Republic of Bulgaria found that awards can have a motivating and stimulating effect only when they are timely, i.e. given at the moment they are deserved and the individual contribution of the employee to the performance of a specific task is taken into account. (Bozhanova, 2025)

Recognition is one of the strongest incentives that a manager can use to increase the motivation, enthusiasm and discipline of his workers. In many work environments, this technique is not used to its full potential, and in some it is applied quite sporadically. In our opinion, the corporate culture does not allow workers to share their unmet needs or concerns regarding their workplace. Hence their readiness to leave as soon as they are offered better working conditions. Therefore, it is advisable for every company to focus on the individual needs of each of its workers and employees. To this end, it is necessary for the substantive and procedural theories to be carefully studied and applied in practice, so that workers, as the category most at risk of staff turnover, have the opportunity to openly share their needs so that the necessary steps can be taken to satisfy them. In this way, on the one hand, the fear of raising issues that have been taboo until now and the free expression of opinions on them will disappear, and on the other hand, the leaders of the organizations will receive valuable information about the needs of their staff as an essential factor for planning adequate management strategies.

The correct choice of methods for effective management of the organization is the main task of the manager. It is important to understand that management methods have different effects on production and on the employee. The development of production is based on objective economic laws and therefore is predicted quite clearly and definitely. The main difficulties arise in the process of coordination and management of people who implement and regulate the production process. People are the basis of any business, and the economic result of each enterprise depends on how motivated and involved they are in the work. Each person is a unique and complex world that can be represented as a combination of three images: Self-internal personal, Self-production, Self-social, public. Each of these images corresponds to its own group of needs, motives and incentives. To analyze these images, as Solomanidins T.O. and V.G. believe, a situational approach should be used, since a person in different aspects of his activity approaches decision-making from different positions. It is important to understand that in modern conditions, in a highly turbulent external environment, only effective joint work of all participants in the production process guarantees the achievement of a successful result. In addition, it is necessary to take into account all components of a person's inner world in order to create the best conditions for the most harmonious combination of interests and expectations of

the employee and the organization. Managing a person is essentially managing his motivation. When performing simple habitual actions, the motivational process is carried out almost unnoticed both for the person himself and for those around him, since in the case of the formation of stable attitudes and corresponding behavioral skills in him in the previous period, this process becomes, as it were, automatic, minimized.

Motivation is a complex process of motivating a person to a certain behavior and activity under the influence of intrapersonal and external factors. Motivation is the result of a multi-stage interaction of a person's inner world - first of all, his needs and incentives capable of satisfying these needs, as well as the situation in which the perception of the incentive occurs and activity aimed at obtaining it appears.

In classical foreign and domestic literature on management, motivation has various definitions. Thus, world-famous classics M. Mescon, M. Albert and F. Khedouri define motivation as the process of motivating oneself and others to activity to achieve personal goals or the goals of the organization. In their understanding, motivation is a conscious choice by a person of one or another type of behavior, determined by the complex impact of external (incentives) and internal (motives) factors. In the process of production activity, motivation allows workers to satisfy their basic needs by fulfilling their work duties. Some domestic scientists understand labor motivation as the desire of an employee to satisfy needs (receive certain benefits) through labor activity. Others define motivation as an internal state of a person, associated with his needs, which activates, stimulates and directs his actions to achieve the set goal.

According to V.P. Pugachev, the concept of motivation includes two aspects: objective, reflecting the influence of the environment, the external world on a person, and subjective, associated with the peculiarities of his perception and response to it. These two aspects found their expression in the following concepts: "motivation", i.e. encouraging a person to a certain activity with the help of external and intrapersonal factors, and "motivation" as a psychological state characterizing the readiness of an individual for a certain behavior. In this second aspect, motivation is spoken of as a state of needs, values, beliefs and attitudes of a person that determine his behavior. In psychological literature, motivation is often identified with the state of motivation, its emergence and dynamics, with the process of psychological determination of behavior, in economics - with motivation and stimulation.

For the purposes of this study, the author formulated the following definition of motivation. Motivation is an internal process of conscious and independent choice by a person of this or that behavior in order to satisfy their needs, which is determined by the combined effect of external (stimuli) and internal (motives) motivating forces. Based on this definition, we

can identify 3 key concepts for the study of motivation: need, motive, and stimulus. Motivation is initiated by the presence of an unsatisfied need, that is, a physiological or psychological need for something consciously recognized by a person at a given point in time. There are several definitions of the concept of "need":

- focus on the implementation of certain actions to maintain life;
- is a conscious need for certain material, cultural goods, social and spiritual values;
- is an awareness of the absence of something, causing a person to act;
- is a need for something objectively necessary to maintain the life activity and development of the organism, personality and social group;
- deep unconscious attitudes of a person towards self-preservation and ensuring one's own biological and social integrity;
- the main decisive forces of an individual's activity in interaction with the surrounding world.

It is important to note that a need always requires elimination, that is, satisfaction. Different people react differently to emerging needs: they can go not only towards satisfying needs, but suppress them or not react to them at all for some time. Needs can arise both consciously and unconsciously. They can be renewed, but at the same time change the form of manifestation and the degree of their influence on a person.

Returning to needs, it should be emphasized once again that need is the force that makes people act, produce material, social and spiritual goods. The subjective expression of this urge to activity, formed for each specific person under the influence of the external world surrounding him, which is reflected in consciousness, is a motive. Motives of labor activity are essentially the reasons that determine the behaviour of a person in the labor process. The motivation of an employee can be both internal, depending on the content of his needs or roles, and external, which is subdivided into administrative, economic and social. It turns out that external motivation is not connected with the content of a certain activity, but is conditioned by circumstances external to the object of management. Intrinsic motivation is motivation that is not related to external circumstances, but to the content of the activity itself.

Motivation is the process of influencing a person with the aim of motivating him to take certain actions by awakening certain motives in him. Accordingly, the manifestation of an employee's motivation is the immediate need to perform work in a certain way. There are two ways to motivate an employee. The first method involves external influence on the employee, relying on motives that motivate a person to take certain actions and lead to desired results. This method is called stimulation, which is one of the means by which motivation is carried out. At the same time, the higher the level of development of relations in the organization, the less often stimulation is used as a means of people management. That is, training as one of the

methods of motivating people forms their interest in the affairs of the organization, which encourages employees to perform the necessary actions without waiting for or without receiving at all the appropriate stimulating influence.

Thus, the second method of motivation is focused on the formation of the motives necessary in work through educational and training influence on the employee. It is clear that this method is more complex and time-consuming, since it relies on the internal motivation of the employee and its reinforcement by the results of actions. It should be noted that the main goal of the management of any company should be the formation of internal motivation in employees, since this is when they begin to perceive themselves as the root cause of their own behavior. As a consequence of this, the employee's dependence on positive and negative reinforcements from management decreases and self-motivation increases. The following indicators can be identified by which the level of self-motivation in an employee can be assessed:

- formation of a feeling of joy from work;
- development of interest in work;
- identification of the employee with the enterprise;
- cooperation;
- encouragement to the emergence of new ideas and ideas;
- there is no need for additional incentives to improve the efficiency of personnel.

As one of the tools that influence the manifestation of the listed indicators and the formation of internal motivation in employees, there is coaching technology, which will be discussed in detail in the next paragraph of the dissertation. For the purposes of the study, it is important to correlate the two concepts under consideration: motivation and stimulation, which are different in content methods of influencing a person's motivation. Motivation is a broader concept that includes stimulation as the main tool. Motivation is a long-term impact on a person in order to change the very structure of motivation, i.e. the value orientations and needs of a person, the formation of certain motives and the development of his labor potential on this basis. Stimulation is a tool for managing human motivation by means of an external incentive to activity through various benefits (incentives) capable of satisfying human needs. The stimulation mechanism involves influencing the existing system of human motives, actualizing and strengthening these motives, but without changing the motivation structure itself.

The concepts of motivation and stimulation are based on the concepts of motive and incentive. The concept of motive was discussed above, but it is also important to note that human behavior is usually determined not by one motive, but by their totality, which constitutes the motivational structure of the individual. The motivational structure of the individual is a stable

structure influenced by the following characteristics of the individual: individual psychological (abilities, temperament, will, etc.); motivational (needs, values, interests, attitudes); socio-demographic (gender, age, marital status, education, qualifications). But the motivational structure of a person can change under the influence of a person's upbringing, his education, and also under the influence of certain stimuli.

It turns out that a stimulus affects a person's behavior, actualizing certain motives. If motives are internal motivating forces, then stimuli refer to external forces. These include various material and non-material benefits, as well as the actions of other people. Moreover, people's reaction to stimuli may not always be conscious, and the impact of the same stimulus on different people may manifest itself in different ways. There are various forms of stimulation, classifying them into two large groups:

- 1 Material stimulation: material and monetary (wages, bonus), material and non-monetary (provision of additional social benefits);
- 2 Moral stimulation: moral and material (stimulation with free time, promotion, creative growth in the profession, etc.), moral and psychological (public recognition, distinctions, formation of a favorable climate at work, etc.).

Thus, we can conclude that stimulation is a tool with the help of which motivation is carried out. At the same time, the higher the level of development of relations in the organization, the less often stimulation is used and the more attention is paid to the development of employees' potential as one of the most important methods of motivating personnel. The use of coaching technology as a tool for motivating and developing personnel leads to an increase in the employees' interest in the results of their activities and the activities of the organization as a whole. Employees become much more proactive and responsible, without waiting or not receiving the appropriate stimulating influence from outside.

The existence of a large number of motivation theories, as well as their conceptual inconsistency, make it difficult to clearly understand the motivational process. In addition, motivation categories are not sufficiently linked to the understanding of the processes of the inner world of the individual from the point of view of psychology, which also creates certain difficulties in understanding the motivation process.

The process approach to management involves considering management functions as a series of interrelated actions, each of which is a process. In this regard, the motivation process can be represented as six successive stages. The first stage is the emergence of needs. Needs begin to appear when a person feels that he lacks something. Needs can be different, but they are conventionally divided into three groups: physiological, psychological, social. And along with the need, there arises a desire to find a way to eliminate it, thus the first stage smoothly flows

into the second. The second stage is the search for ways to eliminate the need. At this stage, a person feels the need to do something to satisfy the need, or simply suppress it and/or not notice it. The third stage is the definition of the goals (direction) of the action. A person determines what exactly to do and by what means to do it in order to eliminate the need that has arisen. At this stage, four points are realized:

- what needs to be obtained in order to eliminate the need;
- what should be done to get what you want;
- to what extent is it possible to achieve what you want;
- to what extent can what you want eliminate the need.

The fourth stage is the implementation of the action. At this stage, a person expends efforts in order to achieve what he wants and satisfy the need. Since the process work has a reverse effect on motivation, at this stage the goals can be adjusted. The fifth stage is receiving a reward for performing an action. Having done a certain amount of work, a person receives what he wants or what he can exchange for the object he wants. At this stage it becomes clear to what extent the implementation of the planned actions has yielded the desired result: either a weakening, or a preservation, or an increase in motivation for action occurs. The sixth stage is eliminating the need. Depending on the degree of satisfaction of the need at this stage, a person either stops the activity that did not allow him to satisfy his need, or continues to look for opportunities and take actions to eliminate the need. This model examines the nature of human behavior and the state of the image of the situation, when, during the transition from stage to stage, a desire to act on the result is formed.

In any model of the motivational process, the primary thing is the emergence of a need. That is, needs are the source of the individual's activity. It is they that motivate a person to act purposefully and in a certain direction. Another approach considers the motivational process as a process of coordinating the goals of the management subject (the enterprise as a whole) and the management object (a specific employee). In the process of such coordination, it is impossible to do without assessing such coherence. In organizations, it is regulated by a system of regulatory documents, including: the charter and ethical code of the enterprise employees, the regulations on the personnel management service and job descriptions of its employees, the regulations on the motivation and incentive system, the regulations on remuneration and the bonus system, the regulations on moral incentives, etc. This includes industry standards and enterprise standards, methods, orders and instructions.

In conclusion of the study of the theoretical foundations of personnel motivation, it is necessary to divide the motivation methods into two large groups: traditional and non-traditional.

Traditional methods are those used by most companies. In Russia, this group of methods includes material incentives. But, unfortunately, traditional motivation methods are often unable to fully solve the problems of retaining the most valuable employees, attracting new competent personnel to the company, increasing labor efficiency with an unchanged wage fund. And here non-traditional motivation methods come to the rescue, which are divided into three groups:

- 1) Non-monetary motivation methods: paternalism - management actions aimed at caring for the employee; patriotism - methods that form a commonality of goals between the enterprise and employees; organizational incentives; participation in management and co-ownership; revealing the potential of employees; psychological influence.
- 2) Methods formed by current trends in society: formation of a social package based on the "cafeteria" principle; coaching-style management; incentive trips; motivational meetings; creating competition; visualizing results; creating significance.
- 3) Methods based on previously unused classifications of personnel: the motivation system is formed based on the individual personality characteristics of employees.

This paper will examine in detail coaching-style management as an unconventional method of motivating personnel. In motivation theory, as in any other area of management, deviations from theory are possible and often justified; there are no immutable laws, since each life situation dictates its own rules. Each motivation theory has strong and weak points, each theory develops over time under the influence of external conditions. The conducted research shows that the rapid development of civilization forces organizations to constantly seek new approaches to motivating personnel. New needs constantly arise and existing ones are significantly modified, values, dispositions, and living conditions of people change, and this means that the applied motivation and incentive systems cease to effectively influence the behavior of employees. Modern conditions require constant improvement and expansion of existing types and approaches to motivation, taking into account the constantly changing structure of personnel needs. Based on this, the author chose the coaching technology as a tool for forming internal motivation, taking into account the individuality of a person and the needs that exist at the moment, and also allowing for the full realization of his abilities and talents.

The essence, principles and technologies of coaching as a technology of motivation and personnel development. Existing theories of motivation are designed to reduce the uncertainty of the surrounding world by predicting the behavior of the participants in the interaction. These theories and practical tools based on them to a certain extent allow to determine how an employee will behave in a given situation, and even to obtain from him the behavior desired by the company. However, in the practical application of theories of motivation, nuances often

appear that are not taken into account in them, which raise more questions than useful results, and the use of tools leads to unexpected consequences (unexpected for management, but quite understandable for those employees to whom these motivation tools are applied).

Recent studies suggest that the best way to cope with such uncertainty of human systems is with tools that allow to work with employee motivation as flexibly and adaptively as possible, and ideally - individually. One of such tools is coaching technology, which allows to create individual conditions for enhancing motivation and work efficiency for each employee.

It should be noted that in Russian business, the coaching method, as a personnel management tool, is becoming increasingly popular. Coaching in the format of a new form of consulting support appeared in the early 1980s. And this concept came from the world of sports, where coaching was understood as a special form of training athletes striving for great achievements. A new approach to training athletes was outlined in his book "Tennis: The Psychology of Successful Play" by Timothy Gallwey. Gallwey got to the very essence of coaching. Coaching reveals a person's potential and thus helps him achieve maximum efficiency.

Over time, successful businessmen, public figures, and politicians began to take an interest in coaching, considering it as an effective technology for achieving ambitious goals. Since the 1980s, coaching began to play an important role in business, while remaining a technology available only to managers. Coaching emerged as a separate profession in the early 90s. In 2001, the International Coaching Federation was created in the United States, which allowed coaching to become officially recognized as a profession.

The founders of coaching are considered to be Timothy Gallwey, Thomas J. Leonard, John hitmore. According to the Oxford dictionary, the verb "to coach" means "to instruct, train, prompt, supply with facts." But since such actions can be performed in different ways, it should be noted that coaching equally implies both the action and the way it is performed. The results of coaching are mainly provided by the mutually supportive relationship between the coach and his mentee by the means and style of their communication. But this is not training in the generally accepted sense, since the coachee receives information not from the mentor, but, encouraged by the coach, he finds the necessary information and solutions within himself. The goal is to increase work efficiency. In Russia, coaching has been practiced since 1997, mainly in the field of consulting, although modern reality encourages many managers to begin using coaching as an effective personnel management technology. The International Coaching Federation (ICF) and the International Association of Coaches (IAC) set the promotion of the coaching profession as one of their important tasks.

The origins of coaching are usually divided into 4 main areas: the humanistic approach in psychotherapy; the works of D. Goleman in the field of emotional intelligence (EQ); Socratic methods of dialogue; methods of effective sports trainers, as noted above. The works of D. Goleman at one time became a breakthrough in the study of the efficiency of using human resources, when in 1995 he discovered that the emotional intelligence indicator EQ is much more significant than IQ, because it is more accurate to characterize intelligence not through the ability to think and reason logically, but through the ability to control one's emotions and show empathy towards other people.

According to Goleman's research, EQ determines 85% of managerial success and IQ only 15%. The results of these studies later formed the basis of coaching-style management. Goleman found that the quality of work is much more influenced by a person's feelings

and ability to listen and hear others than by his professional competencies. In turn, the ability to ask effective questions is much more important than the ability to direct management. Goleman believed that everything begins with internal self-awareness, and the next step towards enhancing personal effectiveness is awareness of others.

The diversity of coaching interpretations is due to the fact that coaching appeared relatively recently and therefore there is no generally accepted interpretation of it yet, as well as to the fact that there are some difficulties in understanding coaching as a phenomenon that works with the inner world of a person. Coaching can be viewed from various points of view: as an art, a function, a process, a management style, a method of personal development, communication, a management method. Coaching as an art is considered by Downey M. and Landsberg M. They reveal this concept through the interaction of the coach and the client to obtain a result. At the same time, the best result is achieved when the most complete disclosure of the potential of both the client and the coach is possible, and the emphasis is placed on the art of applying this knowledge in specific real situations. When we consider coaching as a function, the importance of specific actions in the coach's activities comes to the fore: deeply listening and understanding the client's picture of the world. Through deep listening, the coach is able to see all aspects of the client's request and ask probing questions that can lead to the best outcome.

As a process, coaching is considered by Parslow E., as well as the International Coaching Federation. Particular attention in this approach is paid to the sequence of actions in a coaching session, which leads to the achievement of the best result. Different coaching schools offer different algorithms of the process, but what they have in common is that the result of any coaching session is a specific result.

If we talk about coaching as an intellectual technology, then coaching provides an excellent opportunity to structure the process of mental work, implement a number of scientific approaches in the research process, such as systemic, historical, structural. At the same time, coaching plays an integrating role in this process. Recently, coaching has become increasingly popular as a management style, when coaching technologies are included in the daily management activities of the manager. This allows you to create an environment in which the potential of the staff is maximally revealed and their internal motivation for work grows. Coaching can also be considered as a method of personal development, since it stimulates the development of awareness in relation not only to goals, but also to all work processes, contributes to the disclosure and most complete use of the unique personal qualities of each employee, which makes it possible to effectively rotate personnel.

The main competence of a coach is to ask questions, while maintaining a coaching position throughout the entire coaching session (neutral, non-judgmental, with sincere interest and belief that the client has all the resources), the coach completely excludes advice, recommendations and training. Coaching is entirely based on the knowledge and internal potential of the individual, supporting a balanced and at the same time fairly rapid development of the professional competencies of employees.

As a management method, i.e., a way of implementing management activities used to set and achieve goals, coaching has all the necessary attributes. Coaching facilitates goal-setting, allows to make the most effective decision and do it quickly enough, i.e., to speed up the process of making a management decision, and, accordingly, to make the management process more effective.

As a scientific method, coaching facilitates the correction of existing knowledge, replenishes knowledge about the patterns and features of management, thereby contributing to management theory. Coaching can be characterized as a diversified method of studying the organization's management system. Thus, coaching in modern management is a social technology for implementing partnerships with individual employees and their groups in order to maximize the disclosure of their unique personal qualities and develop professional behavior patterns, strengthen internal motivation and personal responsibility of employees, as well as determine actions and provide support to obtain the best result.

A coach is a significant support for a manager in developing an organization through creative search and selection of original best ways to achieve a goal. A coach creates a trusting atmosphere for a manager, in which his unique personal qualities are revealed, professional competencies are cultivated and the framework of perception of the management process is expanded, which in itself is a significant motivating factor for a manager. In turn, the manager

himself, driven by the need for development, acting as a coach for his subordinates, creates opportunities for their development and forms a stable internal motivation. Based on the theoretical analysis of the concept of coaching, we formulate the main goals of the participants in the process: 1) Manager as an element of the process - revealing the unique internal potential of an individual, setting and achieving the goals of the organization, forming the need for development; 2) The problem or request under consideration as an element of the process - creative search for possible directions for solving the problem, finding and selecting the best result; 3) The coach as an element of the process - helping the manager develop awareness, change his inner world and achieve the goal; revealing unique personal qualities, deepening professional knowledge, skills, increasing the level of his responsibility; 4) The manager-coach as an element of the process - revealing the potential of the subordinate employee's personality, forming the need for development and internal motivation, setting and achieving the goals of the department and the organization; helping the employee change his inner world and achieve the goals. In order to expand the understanding of coaching, it makes sense to consider its classifications, which allow us to more deeply imagine the essence of coaching, as well as define the specifics of this process and its interrelations. Different authors and schools of coaching, as noted above, offer different algorithms of movement in the coaching process.

For example, Stack E. includes the following stages in the coaching technology: 1 - identification of potential opportunities, 2 - construction of a strategy, 3 - creation of a plan for training or corrective actions; 4 - support, 5 - motivation; 6 – analysis of the results and difficulties of the process. Another author, Clutterbuck D. considers seven stages of the coaching process:

Stage 1 - determination of the need for improvement (change),

Stage 2 - observation and collection of facts,

Stage 3 - motivation and goal setting,

Stage 4 - drawing up a plan for achieving goals,

Stage 5 - creation of opportunities for practicing desired actions,

Stage 6 – monitoring the manager's actions and coach's feedback,

Stage 7 – supporting the client in case of failure

At the first stage, the prerequisites for working with the coach are created, since it is at this stage that the client begins to realize the need for positive changes in his activity. The second stage involves planning the coaching process, where the manager also takes responsibility for the coaching results. At the third stage, the compiled plan is implemented with the help of coaching tools and technologies. The fourth stage involves summing up and evaluating the implementation of the compiled plans. And if further growth and development of the manager is required, then the

coaching process is restarted. An important advantage of this approach is the developmental feedback between the coach and the manager at all stages of the coaching process. If we talk about Russian coaching practice in general, there are 4 main stages: the initial stage of coaching, observing the client in practical work, support and cooperation. Summarizing various approaches in the field of coaching, both foreign and domestic, it should be noted that the coaching process implies an objective selection of the work performed, and technology is one of the options for performing work. Accordingly, the choice of certain specific coaching methods and techniques is largely determined by one or another stage of the coaching process. Next, we will consider the features of motivation at various stages of the organization's life cycle, the mutual influence of the motivation system and the organization's life cycle, as well as the features of the use of coaching tools from the point of view of the life cycle stage at which the organization is located.

The Importance of Coaching as a Personnel Motivation Technology in the Development of the Organization's Human Resources Potential

There are many ways to improve the efficiency of personnel. To do this, you can choose different ways and means of improvement, but, as is known, innovations in an organization are most often accompanied by fairly large expenditures of resources, but do not provide any guarantees. Therefore, in the context of crisis trends and limited material and time resources, it is necessary to find ways to achieve the greatest results in the shortest possible time with optimal costs. To solve this problem, it is necessary to determine what the efficiency of employees' activities depends on, as well as to identify areas for improving this activity.

Human resources and their capabilities are constantly being studied in order to create conditions and situations that allow for maximum satisfaction of personnel needs and, at the same time, stimulate the manifestation of a type of behavior that will contribute to achieving the company's goals. That is, each manager contributes to the growth of motivation of his personnel.

It should be noted that the individual abilities of each employee come to the fore, since the overall result of the company's activities directly depends on the ability of each of its members. Thus, the degree to which the internal potential of the company's employees is revealed affects the possibility of increasing its efficiency.

Coaching is a management and motivation tool that promotes both the development of individual employees and departments and the development of the organization as a whole.

The introduction of coaching into an organization benefits both the company itself and the employees, who receive support for their own initiative, greater independence, awareness of the possibilities for their further development, which are key factors for increasing employee motivation. The company thus receives motivated, effective and loyal employees.

CONCLUSION

Work motivation is actually the main management problem when working with people. In the presence of motivation, all other problems with the people we manage or work with seem easily solvable. If someone does not have knowledge and skills, for example, but has the "hustle", will, and desire to do well, he will acquire these knowledge and skills quickly and willingly. The same applies to teamwork, work organization, and all other issues that the manager solves in his work.

No one performs any action without being preceded by a set of mental processes preparing a behavioral act. Every reaction, every behavior has its reasons, regardless of the degree to which we are aware of and understand them. This is even more true for the series of purposeful and consistent acts that we call behavior. And in an organizational environment, in the working life of a person, motivation means everything that prompts us to work, that makes us choose a profession, that brings us and keeps us with an employer, that makes us work more and better. Not that which forces us to do anything from this list (and therefore is not related to the fundamental human essence of each of us and to the feeling of deep satisfaction). In my research, I have outlined some of the methods for motivating staff.

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